

DRAFT TEMPLATE

Organization Name 200X Annual Training Plan

Approved by: Name
Training Manager/Director Title
Organization
Date

(Note: At a minimum, the organization's Annual Training Plan is to be approved by the head of the element's training function. First-tier organizational approval is appropriate as well.)

Prepared by: Name
Title
Organization
Date

Introduction

A training plan is the cornerstone of the training management process. It defines objectives, sets priorities, plans resource allocations, ensures that training funds are appropriately spent, and evaluates the effectiveness of training programs. It is a “blueprint” for how the organization will set program direction for training activities and manage training resources for a one-to-five-year period.

Each DOE Headquarters and field training organization should manage and plan its training program based on the strategic goals of the organization. By developing and implementing a training plan, each DOE element can assure a competent and skilled workforce, accurate training budget forecasting, and analyses and projections for current and future training needs. Include your organization’s Mission and Vision Statements and customer base in the Introduction to your Annual Training Plan.

Background

Prior to preparing the training plan, you would have identified your organization’s operational requirements through a workforce and training needs assessment. Each DOE element must identify annually its critical training needs through organizational analyses and annual review and revision of individual development plans. The training needs assessment provides the foundation for developing an organizational training plan and is the process of identifying performance requirements within an agency and the ‘gap’ between what performance is required and what presently exists. Describe under Background the type(s) of training needs assessment(s) conducted during this cycle; i.e., Individual Development Plans; Occupational Needs Assessment, Organizational Needs Assessment, and/or Customer Satisfaction.

What to Include in the Training Plan – Eight Needed Elements

1. *The training plan must contain a section which describes element critical needs or those immediate training needs which, when met, will be most effective in improving organizational and workforce performance.*

1. Critical/Immediate Training Needs		
Critical/Immediate Need	Training	Explanation/Notes
A. Briefly describe the organization’s critical needs or those immediate training needs which, when met, will be effective in improving organizational and workforce performance. These needs are typically required at the organizational level and are mission critical. The need for	List needed training	Source of Data. The critical needs are an outcome of an organizational needs assessment. The critical training needs should be identified through the management validation process, which balances the wants of individuals and priority needs of the organization with available resources.

training is typically for implementation of new programs or projects or organizational changes in priorities.		
B.		
C.		

2. The training plan must also contain a section which describes your organization's training goals, objectives, performance measures, and outcomes. The organization's training goals may or may not remain stable from year to year. Goals may be added, modified, or deleted through an annual review process and should be reassessed based upon known factors that will impact the mission and function of the organization and/or customer needs. Organizational strategic plans may contain the data needed to complete this section.

In order to be able to identify effective corrective actions to improve products and services, results of all key goals and objectives must be measured. In this way, specific processes that need to change can be identified when progress is not satisfactory.

2. Training Goals, Objectives, Performance Measures and Outcomes			
Goals	Objectives	Performance Measures	Outcomes
A. A goal is a target level of performance expressed as a tangible, measurable act or action, against which actual achievement will be compared, including a goal expressed as a quantitative standard, value, or rate. This is the result that a program or organization aims to accomplish.	An objective is a statement of desired outcomes for an organization or activity.	In order to be able to identify effective corrective actions to improve products and services, results of all goals and objectives must be measured. In this way, specific processes that need to change can be identified when progress is not satisfactory. Unless the measures are firmly connected to results from a defined process, it is difficult to know what corrective actions to take as well as be able to predict with confidence what effects those changes will have.	An outcome is the expected, desired, or actual result to which outputs of activities of the organization have an intended effect. Outcomes are generally non-numeric, qualitative conditions.
B. <i>Example:</i> A systematic learning program exists within the organization that consists of a cyclical pattern of assessment, goal setting, application	<i>Example:</i> A needs assessment process is used to ensure education & training are designed to support the organization's approach to work and positions.	<i>Example:</i> Employee needs (individual and occupational), as well as organizational training requirements, are documented in employee IDPs. IDPs are updated annually, when an employee is promoted,	<i>Example:</i> The cultural acceptance within the organization is such that employees willingly generate their own IDPs when needed and supervisor responds to the submission.

& evaluation.		changes positions, or when compliance or job requirements change.	
C.			
D.			

3. Resources must be available to implement your organization's training plan. Close integration of the identified training needs with budget and resource planning ensures that an accurate budget forecast is formulated to meet those needs. This will also improve the reliability of the data being tracked and will assist in evaluating return on investment. Certain resources may be allocated to supervisors and managers and others retained for career development or other programs. If supervisors are instructors for technical, mission-critical training, their time and the resources needed should be included. If your office has a high-level training committee, the committee members' time needs to be included and the support they receive.

3A. Training Budget	3B. Training Staff, Estimated Training Staff Travel Funds		
Training Budget	Training Staff	FTE	Estimated Training Staff Travel Funds
What amount is required to implement your organization's training plan? Record this figure here. Also include future resource estimates for multi-year programs.	List Federal training staff by position title	Indicate number of full-time equivalents in each position	Indicate the dollar amount which is required by the training staff to implement the training plan. Include estimates for airline tickets, per diem, rental car, and privately owned vehicle mileage.

4. Training Delivery, Programs, Projects, and other Significant Activities.

Include in this section the training activities and services provided by the training function to your organization. You should also include special efforts that are beyond standard course and career development and occupational program participation. The drivers for these activities may include organizational operational requirements and DOE initiatives, such as a new personnel or contract management IT system.

4. Major Training Delivery Programs, Projects, and other Significant Activities	
Driver	Training Program/Project/Activity
<i>Example:</i> Current Administration's e:gov initiative	<i>Example:</i> Migrate to STRIPES no later than June 2008.
<i>Example:</i> DOE O & M 360.1B, Chap II.	<i>Example:</i> Workforce/Career Development Program to continue to foster employee developmental and growth opportunities through use of the following programs: (list programs as appropriate)

5. Include in this section your organization's schedule for review and revision of individual development plans, conduct of needs assessment(s), evaluation of the training program, completion of the annual training summary report, and initiation of periodic review of the training plan.

5. Schedule for Review of Training Plan Requirements	
Deliverable	Milestone
<i>Example:</i> Review/revise/complete Individual Development Plans	10-01-200X
<i>Example:</i> Conduct Training Needs Assessment	July-Aug. 200X
<i>Example:</i> Evaluate effectiveness of fiscal year training investments	04-15-200X
<i>Example:</i> Complete Annual Training Summary Report	04-30-200X
<i>Example:</i> Prepare annual training plan budget	Sept Annually

6. Include in this section any mandatory training required within your organization. Mandatory training includes: (a) **Compliance Training**, training that is required by statute, regulation, DOE directives, and/or contract management obligations; and (b) **Directed Training**, training that is required by Heads of Departmental Elements (first-tier Headquarters and senior operations/field official officials).

6. Mandatory Training	
Training	Driver
<i>Example:</i> Annual Ethics Training	5 CFR 3301

7. The training plan also contains a section specific to Manager, Supervisor and Team Leader training. Your organization must indicate its plan for employees in these positions to be trained in leadership and management competencies, such as strategic planning, policy development and agency representation, Federal and DOE budget processes, managing a diverse workforce, conflict management, and human resource management and development. Also include in this section work assignments that provide experience in the use of leadership competencies.

7. Manager, Supervisory and Team Leader Training
Conflict Management DOE Budget Processes Managing a Diverse Workforce Environmental Laws and Regulations

8. Lastly, each DOE element that provides DOE-wide or multi-element training must have a separate component of its training plan for that multi-element training program.

Examples of this would be Security's requirement that all DOE Headquarters Federal and contractor employees take Annual Security Refresher training annually and the Sexual Harassment training required of all DOE Headquarters Federal and contractor employees by the Office of Economic Impact and Diversity.

8. Multi-Element Training Programs

Annual Ethics Training

DOEwide Contractor Security Basic Training

Revising Your Plan

Once the basic plan has been completed, updating it every year needs to be integrated into your organization's strategic planning and workforce planning processes. Your training plan can help your organization grow, recognize the achievement of, and retain individual employees, improve the performance of new employees, and act as a check on the practicality of your strategic plan and workforce plan. Your training plan can help you to determine if you have the competencies needed to get where you want to go with the resources you have. You may even need to revise the plan during the year to better support existing work objectives, adapt to new work objectives, or take advantage of new opportunities.